

**Texas General Land Office
Jerry Patterson, Commissioner**

Report on Customer Service

June 1, 2010



**P. O. Box 12873 • Austin, Texas 78711-2873
1-800-998 4GLO (4456) • (512) 463-5001**

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Introduction

As articulated in its mission statement, the Texas General Land Office serves the schoolchildren, veterans, and all people of Texas by preserving their history, protecting their environment, expanding economic opportunity, and maximizing state revenue through innovative administration and prudent stewardship of state lands and resources. Consistent with that mission and commitment, the General Land Office submits this Report on Customer Service.

1. Inventory of External Customers.

The following chart is an inventory of FY 08 and 09 external General Land Office (GLO) customer groups, the sub-groups that make up these customer groups, and a brief description of the services the GLO provides these customers. The inventory is organized by GLO FY 08 and 09 strategies.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
<i>ENERGY RESOURCES</i>		
<i>A.1.1 LEASE MANAGEMENT & REVENUE AUDIT</i> <i>Assess the revenue potential of state lands for energy leasing; conduct aggressive energy leasing and revenue management activities.</i>	Lessees of State Oil, Gas, and Other Minerals	The General Land Office (GLO) conducts lease sales and issues oil, gas, and other mineral leases for the development of Permanent School Fund and other state agency land.
	Geophysical Permittees	The GLO issues geophysical permits for mineral exploration of Permanent School Fund and other state agency land.
	Prospect Permittees	The GLO issues prospect permits for hard mineral exploration of Permanent School Fund and other state agency land.
	Public With Map Questions	The GLO provides mapping expertise and related research to the public.
	Corps of Engineers (COE) and COE Permit Recipients	The GLO evaluates and issues certain COE Oil Field Development General Permits (OFD GP) on behalf of the U.S. Army Corps of Engineers, Galveston District.
	Texas Parks & Wildlife and Texas Department of Criminal Justice Boards for Lease Members	The Energy Resources staff provides information and assistance to the Boards for Lease members.
	School Land Board (SLB) Members	The Energy Resources staff provides information and assistance to the SLB Members.
	University of Texas (UT) Board for Lease	The Energy Resources staff provides information and assistance to the UT Board for Lease members.
	Energy Resources Division Payors	The GLO processes payments relating to the instruments issued and services provided by the Energy Resources Division.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
A.1.2 MARKETING <i>Promote the sale and use of state-owned energy resources to maximize the revenues generated by assets and develop public-private partnerships and programs to promote economic development.</i>	Buyers of the State's Oil, Gas, and Other Minerals Taken-In-Kind	The GLO sells oil, gas, and other minerals received from selected state mineral leases in lieu of cash royalty. In-kind royalty not sold to public institutions may be sold to private parties on the spot market.
	Buyers of Electricity Through the State Power Program	The GLO converts some oil and gas taken in-kind to electric power for sale to public customers. This service was contracted to Reliant Energy and renewed in December 2006. Reliant Energy hired an independent surveying firm to survey each customer with a form approved by both Reliant Energy and the General Land Office. An example of the independent survey form was included in the 2008 Customer Service Report to the Legislative Budget Board. However, because of ongoing litigation with this service provider, we believed that surveying this group for the 2010 Customer Service Survey would have proven to be unproductive.
A.1.3 DEFENSE AND PROSECUTION <i>Prosecute for the defense of title to Permanent School Fund lands and the Relinquishment Act, royalty deficiencies, and other mineral lease claims or cases.</i>	Internal Customers	This strategy provides funding for defense and prosecution related to royalty and mineral leases.
RENEWABLE ENERGY		
	Renewable Energy Lessees	The GLO issues leases for the development of renewable energy resources on Permanent School Fund and other state agency land.
	Border Energy Customers	<p>The GLO coordinates with individuals and entities to discuss the border region's current and future energy needs and their relationship to the environment.</p> <p>The GLO also hosts the annual Border Energy Forum to bring together energy experts, government officials, and business leaders from both sides of the border to discuss the region's current and future energy needs and their relationship to the environment.</p>
	Those Who Requested Wind Resource Maps and Those the GLO Coordinated or Partnered With Regarding Renewable Energy Projects	The GLO develops digitized GIS maps of Texas to illustrate wind and solar energy classification, Texas electric utility service area boundaries, the Texas electric transmission network, oil and gas wells on state land, state agency lands, and electric power plant sites. The GLO provides this useful GIS information to renewable energy stakeholders to promote development of wind farms on Permanent School Fund lands.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
	Those the GLO Coordinated or Partnered With on Alternative Fuel Projects	The GLO works with a variety of private businesses, governmental agencies, and non-profit organizations to identify opportunities and plan strategies for the advancement of alternative fuel vehicle purchase and use, infrastructure development, public education and outreach, and legislative initiatives. In addition, the GLO serves as an information and referral source on the issues of, and opportunities for, using natural gas as a vehicular fuel.
PROFESSIONAL SERVICES		
A.1.4 UPLANDS LEASING <i>Uplands Leasing and Inspection</i> <i>Promote and conduct Uplands/Surface leasing activities for Permanent School Fund and state agency lands.</i>	Those Who Were Issued Instruments of the Following Types (New or Renewed)	
	Commercial Leases	The GLO issues commercial leases authorizing the use of state-owned lands for purposes which produce income (e.g., restaurants, hotels, marinas, commercial wharfs, service stations, bait stands, etc.)
	Surface Leases	The GLO issues surface leases authorizing the use of state-owned lands for agricultural use, timber production, hunting, recreation, oil and gas platform sites, etc.
	Miscellaneous Easements	The GLO issues miscellaneous easements authorizing rights-of-way across state-owned land for pipelines, transmission lines, roads, canals, etc.
	Special Documents	The GLO issues special documents for projects not appropriately covered by standard lease or easement contracts.
A.1.5 COASTAL LEASING <i>Coastal Leasing and Inspection</i> <i>Promote and conduct Coastal Leasing activities for Permanent School Fund and state agency lands.</i>	Those Who Were Issued Instruments of the Following Types (New or Renewed)	
	Special Documents	The GLO issues Special Documents for projects not appropriately covered by standard lease or easement contracts.
	Coastal Easements	The GLO issues coastal easements authorizing the use of state-owned lands for purposes connected with ownership of littoral property, and channel easements to holders of any surface or mineral interest in coastal public land for purposes necessary or appropriate to the use of the interests. Typical structures include docks, jetties, shoreline protection structures, and dredged channels.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
	Coastal Leases	The GLO issues coastal leases authorizing the use of state-owned lands for public purposes to: (1) Texas Parks and Wildlife Department (TPWD), or an eligible city or county, for public recreational purposes; (2) TPWD for estuarine preserves; (3) any non-profit, tax-exempt, environmental organization approved by the School Land Board for managing a wildlife refuge; or (4) any scientific or educational organization or institution for conducting scientific research; (5) any eligible city or county for public recreational purposes.
	Permit Assistance Customers	The GLO's Coastal Permit Service Center (PSC) helps small businesses, local municipalities, and individuals with environmental permitting issues along the coast.
	Structure Registrations	The GLO issues structure registrations authorizing the use of state-owned lands for small structures associated with private property (e.g., a dock).
	Commercial Leases	The GLO issues commercial leases authorizing the use of state-owned lands for purposes which produce income (e.g., restaurants, hotels, marinas, commercial wharfs, service stations, bait stands, etc.).
	Cabin Permits	The GLO issues cabin permits authorizing the use of state-owned lands for GLO fishing cabins that were assigned a permit number prior to the 1973 passage of the Coastal Public Lands Management Act.
	Surface Leases	The GLO issues surface leases authorizing the use of state-owned lands for agricultural use, timber production, hunting, recreation, oil and gas platform sites, etc.
	Miscellaneous Easements	The GLO issues miscellaneous easements authorizing rights-of-way across state-owned land for pipelines, transmission lines, roads, canals, fiber optic cables, etc.
	School Land Board (SLB) Members	The Professional Services staff provides information and assistance to the SLB members.
ASSET MANAGEMENT		
A.2.1 ASSET MANAGEMENT PSF & State Agency Real Property Evaluation/Acquisition/Disposition <i>Evaluate Permanent School Fund and state agency land and dispose of selected tracts through sale or trade.</i>	Buyers of State Land	The GLO strives to upgrade the Permanent School Fund (PSF) inventory by disposing of nonproductive, state-owned land through sealed bid sales and direct land sales.
	Those Who Traded Land With the GLO	The GLO also strives to upgrade the PSF inventory by disposing of nonproductive, state-owned land through land trades.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
	Agencies For or With Which the GLO Conducts Real Estate Transactions	The GLO conducts real estate transactions (sales, leases, and trades) related to other state agency lands.
	Real Estate Evaluation Report Customers	By law, the GLO provides the Governor, the LBB, and other officials an annual list of state agency properties that have been identified as unused or underused and a set of recommended real estate transactions.
	Asset Management Division Payors	The GLO processes payments relating to the instruments issued and services provided by the Asset Management Division.
	School Land Board Members	The Asset Management staff provides information and assistance to the SLB members.
SURVEYING AND APPRAISAL		
A.2.2 SURVEYING AND APPRAISAL PSF & State Agency Surveying and Appraisal <i>Provide surveying and appraisal information and support to many GLO strategies, the general public, the School Land Board, and the Veterans Land Board.</i> <i>Conduct Surveys and Appraisals on Permanent School fund and state agency lands.</i>	Those Who Contacted or Came to the GLO Surveying Division for Assistance With Surveying and Related Title Questions	The GLO responds to surveying and related title questions.
	School Land Board (SLB) Members for Surveying	The Survey staff provides information and assistance to the SLB members.
	School Land Board (SLB) Members for Appraisal	The Appraisal staff provides information and assistance to the SLB members.
	Veterans Land Board (VLB) Members for Survey	The Survey staff provides information and assistance to the VLB members.
	Veterans Land Board (VLB) Members for Appraisal	The Appraisal staff provides information and assistance to the VLB members.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
COASTAL RESOURCES		
<i>B.1.1 COASTAL MANAGEMENT</i> <i>Administer federally funded Texas Coastal Management Program (CMP), CMP Grants, Coastal Impact Assistance Program (CIAP), CIAP Grants, Beach Watch, and the state funded Beach Management Program.</i>	CMP Grant Recipients and Project Partners	<p>The GLO, at the direction of the Coastal Coordination Council (CCC), awards federal Coastal Zone Management Act (CZMA) funds to implement projects and programs regarding: Coastal Natural Hazards Response, Critical Areas Enhancement, Shoreline Access, Waterfront Revitalization and Ecotourism, Development Permits, Streamlining/Assistance and Governmental Coordination, Information and Data Availability, Public Education and Outreach.</p> <p>The GLO also coordinates with grant recipients to oversee grant-funded projects that support: Coastal Natural Hazards Response; Critical Areas Enhancement; Shoreline Access, Waterfront Revitalization and Ecotourism Development; Permit Streamlining/Assistance and Governmental Coordination; Information and Data Availability; Public Education and Outreach; Water Quality Improvement.</p>
	CIAP Grant Recipients and County Representatives	The GLO coordinates with grant recipients and county representatives to oversee the Texas Coastal Impact Assistance Program (CIAP) that supports activities for the conservation, protection, or restoration of coastal areas, including wetlands; Mitigation of damage to fish, wildlife, or natural resources; Planning assistance and the administrative costs to comply with CIAP; Implementation of a federally approved marine, coastal, or comprehensive conservation management plan, and mitigation of the impact of Outer Continental Shelf activities through funding of onshore infrastructure and public service needs.
	Recipients of GIS Maps and Data Layers	The GIS staff in Coastal Resources provides maps and data layers in support of the overall administration of the Texas Coastal Management Program (CMP).
	Recipients of Educational and Outreach Publications	The GLO provides brochures, posters, booklets, and a quarterly newsletter regarding coastal issues to individuals and groups that request these materials.
	Coastal Coordination Council (CCC) Members	Coastal Resources staff provides information and assistance to the CCC members.
	Federal Agencies That Submit Activities and Actions for Consistency Review	The GLO reviews federal agency activities and actions affecting the Texas coastal zone to be sure they are consistent with the CMP goals and policies.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
	Local Governments That Submit Beach Dune Plans for Consistency Review and the Public With Beach/Dune Protection Questions	<p>The GLO reviews local governments' beach dune plans to be sure they are consistent with the CMP goals and policies.</p> <p>The GLO also answers questions and provides information about local permits for beach/dune-related activities.</p>
<p>B.1.2 EROSION</p> <p><i>Preserve, protect, enhance, and restore coastal natural resources.</i></p>	Those With Whom the GLO Coordinated, Partnered, or Contracted Concerning Coastal Erosion Response Projects and Studies Under the Coastal Erosion Planning and Response Act (CEPRA).	The Coastal Erosion Planning and Response Act (CEPRA) of 1999 authorizes the GLO to work with other governmental agencies, political subdivisions, institutions of higher education, and non-profit/other entities for the design, construction, and maintenance of coastal erosion response projects and studies.
OIL SPILL PREVENTION & RESPONSE		
<p>B.2.1 OIL SPILL RESPONSE</p> <p><i>Develop and implement an oil spill response program to respond quickly and efficiently to oil spills.</i></p>	Emergency Management Coordinators Regarding Oil Spill Issues.	The GLO contacts others and partners with others regarding oil spill issues.
	Port Authorities and Navigation Districts	Identifying and cleaning up abandoned vessels.
<p>B.2.2 OIL SPILL PREVENTION</p> <p><i>Develop and implement a comprehensive oil spill prevention program to monitor the integrity of oil transport through Texas coastal waters.</i></p>	Vessel Response Plan Submitters	The GLO randomly audits and reviews oil-carrying vessel response plans and conducts coordinated spill response exercises (drills) with vessel owners and operators under the national Preparedness Response Exercise Program (PREP).
	Oil Handling Facilities	The GLO randomly audits and inspects oil-handling facilities and conducts coordinated spill response exercises (drills) with facility owners and operators under the U.S. Coast Guard's Preparedness Response Exercise Program (PREP).
	Facility and Maritime Affairs (FAMA) E-mail Newsletter Recipients	The GLO prepares and distributes the FAMA newsletter via e-mail.
	Discharge Cleanup Organizations (DCO)	Companies and organizations involved in the oil spill recovery industry may apply with the GLO to become state certified as a DCO. Certification allows them to be listed in vessel and facility response plans as "a source of adequate response", and makes them available for the state to hire during a state-funded cleanup operation.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
	Clean Gulf Participants	Each year, the GLO co-hosts the Clean Gulf Conference and Exhibition. The conference offers exhibits and speakers relevant to the oil and hazardous materials spill prevention, response, and cleanup community.
VETERANS LAND BOARD (VLB)		
C.1.1 VETERANS LOAN PROGRAMS <i>Provide veterans with benefit information, below-market lending opportunities, and efficient loan services; manage active loan accounts and bond funds to ensure the financial integrity of the program.</i>	VLB Payors	The General Land Office did not survey individual VLB Payors for the 2010 Customer Service Survey. VLB loan servicing was outsourced to Dovenmuehle, Inc. (DMI) in the latter part of FY 07. <i>(DMI has hired an independent surveying firm to survey each customer. An example of the independent survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.)</i>
	Recipients of VLB Loans	The General Land Office did not survey individual recipients of VLB Loans for the 2010 Customer Service Survey. The Veterans Land Board provides land, housing, and home improvement loans. Assistance is also provided to veterans to ensure timely and efficient processing of loans. VLB loans were outsourced to Dovenmuehle Mortgage, Inc. (DMI) in the latter part of the FY 07 year. <i>(DMI has hired an independent surveying firm to survey each customer. An example of the independent survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.)</i>

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
C.1.2 VETERANS HOMES <i>Administer nursing home facilities to ensure veterans receive quality nursing home care.</i>	Texas State Veterans Home Customers. Those Responsible For Payment for Veteran Home Services.	The VLB has constructed State Veterans Homes in Temple, Floresville, Big Spring, Bonham, El Paso, McAllen, and Amarillo to offer long-term care for qualified veterans. An eighth home is being built in Smith County near Tyler.
C.1.3 VETERANS CEMETERIES	Texas Veterans Cemeteries (Families of Deceased Veterans)	In November 2001, Texas voters approved a constitutional amendment that authorized the creation of up to seven state cemeteries for veterans and their eligible dependents. Through a grant, the U.S. Department of Veterans Affairs will fund up to 100 percent of the construction and equipment costs. The state will own and operate the cemeteries and fund most of the cost of operations. <i>Three cemeteries have been completed in Killeen, Mission, and Abilene. A fourth cemetery has been approved for Corpus Christi and is expected to be open in 2011. (Premier Cemetery Services Corporation, the contract operator, is responsible for conducting surveys of the family members responsible for making arrangements for interment. An example of the survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.)</i>
VLB COMMUNICATIONS CENTER	Those who called the VLB Communications Center or were reached by VLB outreach efforts	The Veterans Land Board's Communications Center provides service to the public by answering inquiries about the Veterans Land Board (VLB) loan programs and by producing and providing various publications about these programs. VLB also provides outreach and training services to veterans, private lending institutions, and real estate professionals to further their understanding of, and compliance with, the VLB's programs. The Communication Center also provides service to the public by answering inquiries about the State Veterans Homes and State Veterans Cemeteries.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
ARCHIVES AND RECORDS <i>The Archives and Records Program Area extensively supports the GLO's land and mineral management/leasing and VLB strategies, as well as the general public.</i>	Persons Who Contacted or Came to the GLO Archives and Records Division for Duplicates of, or Assistance in Researching, Original Land Grant Documents, Mineral Files, or Other Items From Various Archival Collections Curated by the Division.	The GLO is the steward for 35.5 million documents containing information about land grants and land transactions dating back to the 18th century. These records hold valuable information for a large number of public users, particularly genealogists, surveyors, "land men", attorneys, teachers, tour groups, and historians. The GLO assists these customers by providing information, research, and duplication services.
LEGAL SERVICES <i>The Legal Services Division provides legal information and support to the School Land Board, Veterans Land Board, Coastal Coordination Council, and Boards for Lease.</i>	Patent Recipients	The GLO issues patents, which convey legal title from the state, to applicants who meet the statutory requirements.
	Certificate of Fact Recipients	Upon request, the GLO prepares Certificates of Fact based on the contents of the original land files and lease records on file in the archives of the agency. These certificates recite the disposition of original grants of land from the governments of Spain, Mexico, the Republic, the State of Texas, and any encumbrances against property in which the state retained an interest.
	Deed of Acquittance Recipients	In order to clear title to acreage that was in excess of the original patent, the GLO issues Deeds of Acquittance to applicants who meet the statutory requirements.
	School Land Board (SLB) Members	Legal Services staff provides information and assistance to the SLB members.
	Veterans Land Board (VLB) Members	Legal Services staff provides information and assistance to the VLB members.
	Coastal Coordination Council (CCC) Members	Legal Services staff provides information and assistance to the CCC members.
	University of Texas (UT) Board for Lease Members	Legal Services staff provides information and assistance to the UT Board for Lease members.
	Texas Parks & Wildlife and Texas Department of Criminal Justice Boards for Lease Members	Legal Services staff provides information and assistance to the Boards for Lease members.

INVENTORY OF FY 08 & 09 EXTERNAL CUSTOMERS		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Brief Description Of Services Provided
OFFICE OF COMMUNICATIONS <i>The Office of Communications operates the GLO's Adopt-A-Beach (AAB) Program.</i>	Adopt-A-Beach (AAB) Coordinators	The GLO works closely with the AAB county volunteer coordinators to organize the AAB cleanups that are held in the fall and spring of each year.
HOLDERS OF GLO-ISSUED INSTRUMENTS WHO WERE NOT PAYORS	Those Who Had Routine Business With the GLO Pursuant to a Previously Issued Instrument, But Were Not Payors During the Survey Period.	Those who have a GLO-issued instrument may periodically interact with the GLO to handle routine business pursuant to that instrument. Some of them may not submit any payments to the GLO during the survey period.
BIDDERS AND APPLICANTS	Those Who Bid or Applied for a GLO Instrument or Service	The GLO accepts and processes many bids and applications for its instruments and services.
THOSE WHO CALLED OR VISITED THE GLO WITH QUESTIONS OR INFORMATION REQUESTS	Those Who Called or Visited the GLO to Ask Questions or Request Information	Employees throughout the agency receive requests for information and provide responses. The volume of these contacts varies by division and employee.

2. Information Gathering.

- a. Overall Approach.** To capture feedback from the agency's external customers, the GLO chose to conduct a survey by mail. The mailing list used for the survey was based on the customer group inventory depicted above. Since the survey was being conducted in the middle of FY 2010, those customers who had contact with the GLO in FY 2008 and FY 2009 were surveyed. The Information Systems Division of the GLO coordinated with the program areas to determine the total number of customers in these groups. In most cases, these numbers were generated by databases maintained by the relevant program areas. In a small number of cases, the data was collected manually.

Based on the size of the customer groups to be surveyed, the GLO's Customer Service Representative, using the "Statistical Tool Box" provided by the State Auditor's Office (SAO), calculated the target number of customer responses needed (for the agency as a whole and for each customer group) to achieve survey results with a 90 percent confidence level and a 7.5 percent margin of error. To enhance the chance of achieving the desired response rate, confidence level, and margin of error, the GLO mailed seven times the target number of survey responses (as recommended by the SAO).

Within each customer group, the number of responses to be mailed was proportionately allocated to each of the sub-groups of customers. The Information Systems Division then randomly selected the customers to receive a survey from the customers in each sub-group. For the customer groups that had a total population number too small to use a sampling methodology, all customers received a survey. A total of 4,899 surveys were mailed or emailed from January 4, 2010 through January 22, 2010. One sub-group of customers (those who receive an electronic newsletter from the GLO's Oil Spill Division) was sent a survey by e-mail using the e-mail address that received the newsletter. Survey responses received by April 9, 2010 were included in the survey results.


To encourage those surveyed to respond, the survey sent by mail was very brief and was printed on a self-addressed, postage-paid, letter envelope-sized post card. All that the customer needed to do was circle the answers and drop the card in any mailbox. The surveys were printed in different colors to correspond to the customer groups that were surveyed.

- b. Improvements Made After the 2008 Survey Process.** After the 2008 customer survey, individuals extensively involved with the survey compiled their suggestions for improvement to the 2010 customer survey. As a result of the review, several improvements for the 2010 survey were made:
- i. The GLO included a few adjustments in order to provide a more complete picture of customer satisfaction:
 - Surveys and reports were updated to reflect the addition of the new Customer Group and Program Area, Renewable Energy, with the sub-groups of Renewable Energy Lessees, Border Energy Customers, Renewable Energy Projects, and Alternative Fuel Projects.
 - Surveys and reports were updated to reflect that the sub-group (Buyers of Electricity Through the State Power Program) was not surveyed because the service has been contracted to Reliant Energy. Because of ongoing litigation with this service provider, we believed that surveying this group would have proven to be unproductive.

- Surveys and reports were updated to reflect the reinstatement of the sub-group Commercial Leases in the Professional Services Division for the FY 08 & FY 09 time period. There were no commercial leases for the FY 06 & FY 07 time period; therefore, there were no customers surveyed in the 2008 survey. This sub-group is of the customer group, A.1.4 Uplands Leasing.
 - Surveys and reports were updated to reflect the removal of the sub-groups Professional Services Division Payors for Uplands and Professional Services Division Payors for Coastal Leasing because the customers in these two subgroups are actually the same customers contained in the other individual customer sub-groups.
 - Surveys and reports were updated to reflect the transfer of the sub-group Permit Assistance Customers from Coastal Resources B.1.1 Management to Professional Services A.1.5 Coastal Leasing.
 - Surveys and reports were updated to reflect the reinstatement of Coastal Impact Assistance Program (CIAP) Grants issued in FY 08 & FY 09. This grant program was not available for the FY 06 & FY 07 time period; therefore, there were no customers surveyed in the 2008 survey. This sub-group is of the customer group, B.1.1 Coastal Management.
 - Surveys and reports were updated to reflect the change of title of the sub-group Governmental Partners & Contacts Regarding Oil Spill Issues to Emergency Management Coordinators Regarding Oil Spill Issues to better reflect the customers actually served. This sub-group is of the customer group, B.2.1 Oil Spill Response.
 - Surveys and reports were updated to reflect that Veterans Land Board Loans were outsourced to Dovenmeuhle, Inc. (DMI) in the latter part of FY 07. These loans continue to be outsourced to DMI. DMI has hired an independent surveying firm to survey each customer. An example of the survey form used has been included in this report.
 - Surveys and reports were updated to reflect the omission of Texas Veterans Cemeteries customers (families of deceased veterans) from the survey. Premier Cemetery Services Corporation is responsible for conducting surveys of the family members responsible for making arrangements for interment. An example of the survey form used has been included in this report.
 - Since the Texas State Veterans Homes are such an important Customer Service area of the Veterans Land Board and the General Land Office, it was again decided that in order to better serve all of our customers, we should survey every customer responsible for payment of Veterans Home services instead of using the “Statistical Tool Box” method of random sampling recommended by the State Auditor’s Office (SAO).
- ii. The GLO Employee Compliments page prepared by the Customer Service Representative and located on the GLO Intranet has proven to be a successful instrument in the implementation of GLO customer service initiatives throughout the agency.
- This page is available to each employee to add compliments regarding individual co-workers.

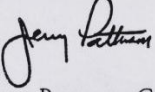
- This page is also linked to the GLO Internet Website. Through this link our public customers are able to submit compliments regarding GLO employees. GLO employees are able to see compliments submitted by both co-workers and our public customers.
- iii. The Customer Service page on the GLO's Intranet prepared by the Customer Service Representative facilitates the implementation of GLO customer service initiatives. This page contains links to:
- a Customer Service Guide that explains the detail of the GLO's customer service programs and serves as a resource for the network of customer service representatives throughout the agency,
 - the most recent GLO Customer Service Report,
 - the current GLO customer inventory and survey plan, and
 - customer service FAQs.
- iv. The 2010 survey cards were mailed earlier than the 2008 cards to allow more time to receive survey responses before the report is prepared.
- v. After the 2008 survey, the GLO's Customer Service Representative and the Information Systems Deputy met separately with each Deputy involved in the survey process to review the 2008 process and discuss ways to improve the data collection process for the 2010 survey.

c. **Survey Card, Cover Letter, and Survey Forms.** An example survey card is pictured below:



Customer Service Survey

The General Land Office is committed to customer service of the highest quality. Your input will help us attain this goal by telling us how we are doing and how we can improve. Thank you for helping us serve you better.


Jerry Patterson, Commissioner

Area Surveyed:
Archives and Records

Please rate the General Land Office's service by circling one of the following numbers:

1=Poor 2=Fair 3=Good 4=Excellent 5=NA

1) Staff: (knowledge, helpfulness, accountability, courtesy, etc.)	1	2	3	4	5
2) Timeliness of Service: (wait time, times available)	1	2	3	4	5
3) Communication: (clarity, content, access, courtesy)	1	2	3	4	5
4) Publications: (accuracy, helpfulness, presentation)	1	2	3	4	5
5) Facilities: (access, location, signs, cleanliness, etc.)	1	2	3	4	5
6) Internet site: (ease of use, content)	1	2	3	4	5
7) Complaint handling: (ease, responsiveness, timeliness)	1	2	3	4	5

Overall, were you satisfied with the service you received from the General Land Office?

☐ Yes ☐ No

Additional comments and suggestions:

You can also contact the GLO at 800-998-4GLO
or www.glo.state.tx.us

The following depicts the letter from the Commissioner of the General Land Office that was mailed with each survey card sent to GLO customers. A similar letter was written specifically for Veterans Land Board customers, State Veterans Home customers, and FY 08 and 09 members of the Boards and Councils supported by the GLO.



January 2010

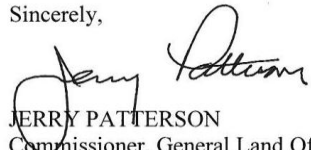
Dear General Land Office Customer:

As part of my continuing effort to improve the performance of the General Land Office, and as required by state law, I am seeking your input about the quality of our services. I have enclosed a short survey to find out how you think the General Land Office is performing and how we can improve. The survey contains a few brief questions and space for any comments or suggestions you may have.

You were selected for the survey because our records indicate that you have had contact with the General Land Office in the last two years. The area in the General Land Office, with which our records show you had contact, is indicated on the top of the survey card. If you dealt with more than one area in the General Land Office, you may receive a survey card to give your feedback about each area. If you would like to give additional feedback about any other part of the General Land Office, please feel free to add your comments in the space provided at the bottom of the card.

Please take a moment to fill out this survey and mail it back to me. The postage has been prepaid, so you can drop it in any mailbox. Thank you for your time and feedback.

Sincerely,



JERRY PATTERSON
Commissioner, General Land Office

EG/may

Enclosure: Survey Card

Stephen F. Austin Building • 1700 North Congress Avenue • Austin, Texas 78701-1495
Post Office Box 12873 • Austin, Texas 78711-2873
512-463-5001 • 800-998-4GLO
www.glo.state.tx.us

Survey Form – Dovenmuehle Mortgage, Inc. An example survey form is printed below:



Texas Veterans Land Board

Loan Servicing
1 Corporate Drive • Suite 360
Lake Zurich, IL 60047-8945

Toll Free: 866.654.6354

Fax: 847.574.7659

www.texasveterans.com

May 15, 2008

Loan Number: 3800099677

If you have the name of the representative you spoke with, please

Enter the name here: _____.

SATISFACTION SURVEY

Please indicate your level of satisfaction in the following areas:

	Highest			Average			Lowest	
1. Professionalism and courtesy of the Representative.	7	6	5	4	3	2	1	
2. Knowledge and expertise of the Representative.	7	6	5	4	3	2	1	
3. Ability to answer your questions clearly and completely.	7	6	5	4	3	2	1	
4. Ability to resolve your inquiry or issue completely.	7	6	5	4	3	2	1	
5. Overall satisfaction with service quality.	7	6	5	4	3	2	1	

Comments or suggestions: _____

Daytime Phone Number: _____

Thank you for your feedback!

QCO62/WSO

Survey Form – Premier Cemetery Services Corporation. An example survey form is pictured below:

AT THE CEMETERY

STAFF

1. When you arrived at the Committal Shelter, how quickly were you greeted by the staff?
 _____Less than 2 minutes _____2 minutes to 5 minutes _____Over 5 minutes

2. Did you or a family member receive the Next of Kin information packet? _____Yes _____No

3. Using a 1 to 10 scale, where 1 is Unacceptable, 10 is Outstanding and 5 is Average, please rate the staff on the following areas. Please rate each item independently and do not let a rating of one item impact the rating of another item. It is common for people to rate their experience 8 or 9 in some areas, but only 2 or 3 in others.

a. Compassion & Integrity of the Cemetery Staff	1	2	3	4	5	6	7	8	9	10	n/a
b. Staff Appearance - Cemetery Representative	1	2	3	4	5	6	7	8	9	10	n/a
c. Staff Appearance - Maintenance Staff	1	2	3	4	5	6	7	8	9	10	n/a
d. Responsiveness to your Questions or Concerns	1	2	3	4	5	6	7	8	9	10	n/a
e. Assistance in planning of the burial (i.e., explanation of Interment Options and Monuments-uprights, flat, niche cover, etc.)	1	2	3	4	5	6	7	8	9	10	n/a
f. Staff's Attention to Detail	1	2	3	4	5	6	7	8	9	10	n/a
g. Telephone Courtesy	1	2	3	4	5	6	7	8	9	10	n/a
h. The Staff Overall	1	2	3	4	5	6	7	8	9	10	n/a

ARRANGING THE BURIAL SERVICE AT THE CEMETERY

4. Was the scheduled time honored? _____Yes _____No

5. Services provided by the Cemetery: Using the 1 to 10 scale, please rate the arrangements on the following items.

a. Clarity of information regarding the burial	1	2	3	4	5	6	7	8	9	10	
	n/a										
b. Clarity of information on eligibility requirements	1	2	3	4	5	6	7	8	9	10	
	n/a										
c. Availability of service time you requested	1	2	3	4	5	6	7	8	9	10	n/a

d. Clarity of information regarding burial space	1	2	3	4	5	6	7	8	9	10	n/a
e. The Burial Service Overall	1	2	3	4	5	6	7	8	9	10	n/a

6. Using the same 1 to 10 scale, please rate the burial service on the following items.

a. Placement of Casket or Urn at the committal shelter	1	2	3	4	5	6	7	8	9	10	n/a
b. Placement of flowers during the committal services	1	2	3	4	5	6	7	8	9	10	n/a
c. Handling of remains from vehicle to the committal shelter	1	2	3	4	5	6	7	8	9	10	n/a
d. Transportation inside of Cemetery	1	2	3	4	5	6	7	8	9	10	n/a
e. Parking inside of Cemetery	1	2	3	4	5	6	7	8	9	10	n/a
f. Appearance of the grave after the interment	1	2	3	4	5	6	7	8	9	10	n/a
g. General Appearance of the cemetery	1	2	3	4	5	6	7	8	9	10	n/a

7. Did you experience any problems at Central Texas State Veterans Cemetery? ☐ Yes ☐ No

8. Was this problem resolved to your satisfaction? ☐ Yes ☐ No

If your answer is no, please explain

9. Thinking of all aspects of the cemetery, please rate your overall experience using the same 1 to 10 scale.

1 2 3 4 5 6 7 8 9 10 n/a

GENERAL SUMMARY AT THE CEMETERY

10. Do you have any comments, however small, about the arrangements or any suggestions about how our burial services could be improved?

11. If asked, would you recommend the burial services of Central Texas State Veterans Cemetery to other Veterans?

☐ Definitely would not ☐ Probably would not ☐ Probably would ☐ Definitely would

12. How important were the following in your choice of Central Texas State Veterans Cemetery?

- a. Being a Veteran _____Not Important _____Very Important
b. Location of Cemetery _____Not Important _____Very Important
c. Reputation _____Not Important _____Very Important

13. How much impact did the following have in your making arrangements with Central Texas State Veterans Cemetery?

- a. Existing Pre-Registration _____Not Important _____Very Important
b. Being a Veteran _____Not Important _____Very Important
c. Veteran Organization _____Not Important _____Very Important
d. Past Experience _____Not Important _____Very Important

MILITARY FUNERAL HONORS

14. Military Funeral Honors are normally provided by the U. S. Department of Defense. In some cases, volunteers from Veterans Service Organizations provide or augment Military Funeral Honors. Were Military Funeral Honors requested?

_____Yes _____No _____n/a

15. How well did the Military Funeral Honors unit perform its duty? Using a 1 to 10 scale, where 1 is Unacceptable, 10 is Outstanding and 5 is Average, please rate the performance of the Military Funeral Honors Unit.

1 2 3 4 5 6 7 8 9 10 n/a

16. Comments on the performance of the Military Funeral Honors unit.

AT THE FUNERAL HOME

Although the cemetery and funeral home you chose are not related, the cemetery attempts to collect data on the quality of information and services you receive from the funeral home and provide feedback to them to improve services.

17. Did the Funeral Director explain the burial options available at the cemetery? _____Yes _____No

18. Did the Funeral Director explain that to avoid interfering with other scheduled interments, that the time allotted for the pre-committal service at the cemetery must be limited to 30-45 minutes? _____Yes _____No

19. Did the Funeral Director explain that the Funeral Home requests Military Funeral Honors and Chaplain (if necessary) for Veterans funerals? ☐ Yes ☐ No

20. Did the Funeral Director explain what headstones or markers would be used at the cemetery? ☐ Yes ☐ No

21. Did the Funeral Director explain Department of Defense practices regarding Military Funeral Honors?

☐ Yes ☐ No

22. Comments on the Funeral Home Information and Services.

GENERAL INFORMATION

Federal statutes require that we report certain demographic data to the VA, to ensure that there is no discrimination in the services we provide.

23. The deceased person was: ☐ White ☐ Hispanic or Latino
 ☐ Black or African-American ☐ Native Hawaiian or Pacific Islander
 ☐ Asian ☐ Native Indian or Alaska Native

24. The deceased person was: ☐ Male ☐ Female

25. What type of service did you have? ☐ Secular (non-religious) ☐ Catholic
 ☐ Buddhist ☐ Hindu
 ☐ Protestant ☐ Jewish
 ☐ Islamic ☐ Other

26. What is your relation to the deceased?

☐ Spouse/Significant other ☐ Parent ☐ Grandparent ☐ Aunt/Uncle ☐ Cousin

____Son/Daughter ____Friend ____Niece/Nephew ____Other

27. Are you: _____Male _____Female

28. Are you: _____ White _____ Hispanic or Latin
 _____ Black or African-American _____ Native Hawaiian or Pacific Islander
 _____ Asian _____ Native Indian or Alaska Native

29. Which of the following best describes you...(mark all that apply)

☐ I have made pre-registration arrangements

☐ I have purchased property with another cemetery

☐ I am making payments on cemetery property

☐ I am a Veteran

☐ I am a retired Veteran

30. Did someone clearly explain Eligibility requirements for Veterans Cemeteries?

_____Yes _____No

31. Were you made aware of the floral policies at the cemetery?

_____ Yes _____ No

32. Are you aware of Information provided by the Kiosk located in our Public Information Center?

_____ Yes _____ No

Thank you for taking the time to participate in this important study.

d. Customer Groups and Sub-Groups Surveyed. The following chart lists the customer group inventory for the GLO, specifies to whom surveys were sent, and explains why any given group or sub-group was not surveyed.

CUSTOMER SATISFACTION SURVEY APPROACH		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
<i>ENERGY RESOURCES</i> <i>A.1.1 ENERGY LEASE MANAGEMENT & REVENUE AUDIT</i> <i>Assess the revenue potential of state lands for energy leasing; conduct aggressive energy leasing and revenue management activities.</i>	Lessees of State Oil, Gas and Other Minerals	Those who were issued new leases in FY 08 & 09.
	Geophysical Permittees	Those who were issued new or renewed geophysical permits in FY 08 & 09.
	Prospect Permittees	Those who were issued new or renewed prospect permits in FY 08 & 09.
	Public With Map Questions	Those to whom the GLO provided mapping expertise and related research in FY 08 & 09.
	Corps of Engineers (COE) and COE Permit Recipients	Those to whom the GLO issued COE permits in FY 08 & 09 and Specific Corps of Engineers customers.
	Texas Parks & Wildlife and Texas Department of Criminal Justice Boards for Lease Members	Members of these Boards in FY 08 & 09
	School Land Board (SLB) Members	School Land Board Members in FY 08 & 09
	University of Texas (UT) Board for Lease	Members of this Board in FY 08 & 09
	Energy Resources Division Payors	Those who submitted payment to the GLO in FY 08 & 09 relating to an instrument issued or a service provided by the Energy Resources Division and whose names and addresses were captured by the program area in the ordinary course of business.

CUSTOMER SATISFACTION SURVEY APPROACH		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
A.1.2 MARKETING <i>Promote the sale and use of state-owned energy resources, including renewable energy resources, to maximize the revenues generated by assets and develop public-private partnerships and programs to promote economic development.</i>	Buyers of the State's Oil, Gas, or Other Minerals Taken In-Kind	Those public and private payors who bought any in-kind oil, gas, or other minerals in FY 08 & 09.
A.1.3 DEFENSE AND PROSECUTION Royalty and Mineral lease Defense and Prosecution <i>Prosecute for the defense of title to Permanent School Fund lands and the Relinquishment Act, royalty deficiencies, and other mineral lease claims or cases.</i>	Internal Customers	There is no direct customer for this strategy; GLO is merely enforcing and protecting the State's rights. Therefore, no customer group was surveyed for this strategy.
RENEWABLE ENERGY	Renewable Energy Lessees	Those who received one or more of these instruments in FY 08 & FY 09.
	Border Energy Customers	Those with whom the GLO coordinated or partnered regarding border energy issues and those who attended a GLO Border Energy Forum in FY 08 & 09.
	Those Who Requested Wind Resource Maps and Those With Whom the GLO Coordinated or Partnered Regarding Renewable Energy Projects	Requestors of wind resource maps and those with whom the GLO coordinated regarding renewable energy projects in FY 08 & 09.
	Those the GLO Coordinated or Partnered With on Alternative Fuel Projects.	Those the GLO coordinated or partnered with on Alternative Fuel Projects in FY 08 & 09.
PROFESSIONAL SERVICES A.1.4 UPLANDS LEASING <i>Promote and conduct Uplands/Surface leasing activities for Permanent School Fund and state agency lands.</i>	Those Who Were Issued Instruments of the Following Types (New or Renewed)	
	Commercial Leases	Those who received one or more of these instruments in FY 08 & 09.
	Surface Leases	Those who received one or more of these instruments in FY 08 & 09.

CUSTOMER SATISFACTION SURVEY APPROACH		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
	Miscellaneous Easements	Those who received one or more of these instruments in FY 08 & 09.
	Special Documents	Those who received one or more of these instruments in FY 08 & 09.
A.1.5 COASTAL LEASING <i>Uplands Leasing and Inspection</i> <i>Promote and conduct Coastal Leasing activities for the Permanent School Fund and state agency lands.</i>	Those Who Were Issued Instruments of the Following Types (New or Renewed)	
	Special Documents	Those who received one or more of these instruments in FY 08 & 09.
	Coastal Easements	Those who received one or more of these instruments in FY 08 & 09.
	Coastal Leases	Those who received one or more of these instruments in FY 08 & 09.
	Permit Assistance Customers	Customers served by Permit Assistance Group in FY 08 & 09
	Structure Registrations	Those who received one or more of these instruments in FY 08 & 09.
	Commercial Leases	Those who received one or more of these instruments in FY 08 & 09.
	Cabin Permits	Those who received one or more of these instruments in FY 08 & 09.
	Surface Leases	Those who received one or more of these instruments in FY 08 & 09.
	Miscellaneous Easements	Those who received one or more of these instruments in FY 08 & 09.
	School Land Board (SLB) Members	Members of this Board in FY 08 & 09
A.2.1 ASSET MANAGEMENT <i>PSF & State Agency Real Estate Management & Disposition</i> <i>Evaluate Permanent School Fund and state agency land and dispose of selected tracts through sale or trade.</i>	Buyers of State Land	Those who bought state land from the GLO in FY 08 & 09.
	Those Who Traded Land With the GLO	Those who traded land with the GLO in FY 08 & 09.
	Agencies For or With Which the GLO Conducts Real Estate Transactions	Agencies for or with which the GLO conducted real estate transactions in FY 08 & 09.
	Real Estate Evaluation Report Customers	Those to whom the GLO sent Real Estate Evaluation Reports in FY 08 & 09.
	School Land Board (SLB) Members	Members of this Board in FY 08 & 09

CUSTOMER SATISFACTION SURVEY APPROACH

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
	Asset Management Division Payors	Those who submitted payment to the GLO in FY 08 & 09 relating to an instrument issued or a service provided by the Asset Management Division and whose names and addresses were captured in the ordinary course of business.
<i>SURVEYING AND APPRAISAL</i> <i>A.2.2 SURVEYING AND APPRAISAL</i> <i>PSF & State Agency Surveying and Appraisal</i> <i>The Surveying and Appraisal Division provides surveying and appraisal information and support to many GLO strategies, the general public, the School Land Board, and the Veterans Land Board.</i> <i>Conduct surveys and appraisals on Permanent School Fund and state agency lands.</i>	Those Who Contacted or came to the GLO Surveying Division for Assistance With Surveying and Related Title Questions.	Those the Surveying Division helped with surveying/title questions in FY 08 & 09.
	School Land Board (SLB) Members for Surveying	School Land Board Members during FY 08 & 09
	School Land Board (SLB) Members for Appraisal	School Land Board Members during FY 08 & 09
	Veterans Land Board (VLB) Members for Surveying	Veterans Land Board Members during FY 08 & 09
	Veterans Land Board (VLB) Members for Appraisal	Veterans Land Board Members during FY 08 & 09
<i>COASTAL RESOURCES</i> <i>B.1.1 COASTAL MANAGEMENT</i> <i>Administer federally funded Texas Coastal Management Program (CMP), CMP Grants, Coastal Impact Assistance Program (CIAP), CIAP Grants, Beach Watch, and the state funded Beach Management Program.</i>	CMP Grant Recipients and Project Partners	CMP Grant recipients and project partners in FY 08 & 09
	CIAP Grant Recipients and County Representatives	Customers receiving CIAP Grants and County Representatives involved in FY 08 & 09
	Recipients of GIS Maps and Data Layers	Customers served by GIS staff in support of CMP projects in FY 08 & 09
	Recipients of Educational and Outreach Publications	Those who requested educational materials and information on coastal issues in FY 08 & 09.
	Coastal Coordination Council (CCC) Members	Coastal Coordination Council (CCC) Members in FY 08 & 09
	Federal Agencies that Submit Activities and Actions for Consistency Review	Those federal agencies whose activities and actions were reviewed by the GLO for consistency in FY 08 & 09.

CUSTOMER SATISFACTION SURVEY APPROACH

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
	Local Governments that Submit Beach Dune Plans for Consistency Review and Public With Beach/Dune Protection Questions	Those local governments whose beach/dune plans were reviewed by the GLO for consistency and those to whom the GLO provided beach/dune related information in FY 08 & 09
COASTAL RESOURCES B.1.2 COASTAL EROSION CONTROL GRANTS <i>Preserve, protect, enhance, and restore coastal natural resources.</i>	Those the GLO Coordinated or Partnered With on Coastal Erosion and/or Beach Nourishment Projects	Those the GLO coordinated or partnered with on coastal erosion and/or beach nourishment projects in FY 08 & 09.
OIL SPILL PREVENTION AND RESPONSE B.2.1 OIL SPILL RESPONSE <i>Develop and implement an oil spill response program to respond quickly and efficiently to oil spills.</i>	Emergency Management Coordinators regarding Oil Spill issues (Was Governmental Partners & Contacts regarding Oil Spill Issues.)	Those the GLO contacted or with whom the GLO partnered regarding oil spill issues in FY 08 & 09.
	Port Authorities and Navigation Districts	Those the GLO coordinated or partnered with in identifying and cleaning up abandoned vessels in FY 08 & 09.
OIL SPILL PREVENTION AND RESPONSE B.2.2 OIL SPILL PREVENTION <i>Develop and implement a comprehensive oil spill prevention program to monitor the integrity of oil transport through Texas coastal waters.</i>	Vessel Response Plan Submitters	Vessel owners regulated within FY 08 & 09
	Oil Handling Facilities	Facility owners regulated in FY 08 & 09
	Facility and Maritime Affairs (FAMA) E-Mail Newsletter Recipients	Those to whom the GLO sent the FAMA newsletter via e-mail in FY 08 & 09.
	Discharge Cleanup Organizations (DCO)	Those discharge cleanup organizations that were certified by the Oil Spill Division in FY 08 & 09.
	Clean Gulf Participants	Those who attended the Clean Gulf Conference in FY 08 & 09 (excluding those participating solely as vendors).

CUSTOMER SATISFACTION SURVEY APPROACH

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
VETERANS LAND BOARD C.1.1. VETERANS LOAN PROGRAMS <i>Provide veterans with benefit information, below-market lending opportunities, and efficient loan services; manage active loan accounts and bond funds to ensure the financial integrity of the program.</i>	VLB Payors	Those who submitted payment to the GLO in FY 08 & 09 relating to VLB loans and whose names and addresses were routinely captured by the program area. VLB loans were outsourced to Dovenmuehle, Inc. (DMI) in the latter part of FY 07. <i>(DMI has hired an independent surveying firm to survey each customer. An example of the independent survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.)</i>
	Recipients of VLB Loans	Those veterans who closed a loan (land, housing or home improvement) in FY 08 & 09 (including new loan holders pursuant to a forfeited land sale). VLB loans were outsourced to Dovenmuehle, Inc. (DMI) in the latter part of FY 07. <i>(DMI has hired an independent surveying firm to survey each customer. An example of the independent survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.)</i>
C.1.2 VETERANS HOMES <i>Administer nursing home facilities to ensure veterans receive quality nursing home care.</i>	Texas State Veterans Home (TSVH) Customers/those responsible for Payment for Veterans Home Services	Those responsible for payment for Texas State Veterans Home Services (TSVH) from 9/1/07 through 8/31/09. <i>(All responsible parties were surveyed.)</i>

CUSTOMER SATISFACTION SURVEY APPROACH

Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
<i>C.1.3 VETERANS CEMETERIES</i> <i>Provide burial sites for Texas Veterans.</i>	Texas State Veterans Cemeteries Customers (Families of Deceased Veterans)	Three cemeteries have been completed in Killeen, Mission, and Abilene. (<i>Premier Cemetery Services Corporation is responsible for conducting surveys of the family members responsible for making arrangements for interment. An example of this survey form is included in this 2010 Customer Service Report to the Legislative Budget Board.</i>)
<i>VETERANS LAND BOARD COMMUNICATION CENTER</i>	Those who called the VLB Communication Center or were reached by VLB outreach efforts inquiring about Loan Programs, Veterans Homes, and Veterans Cemeteries.	Those who called the VLB Communications Center or were reached by VLB outreach efforts in FY 08 & 09.
<i>ARCHIVES AND RECORDS</i> <i>The Archives and Records Program Area extensively supports the GLO's land and mineral management/ leasing and VLB strategies, as well as the general public.</i>	Persons who contacted or came to the GLO Archives and Records Division for duplicates of, or assistance in researching, original land grant documents, mineral files, or other items from various archival collections curated by the program area.	Those who visited or ordered materials from Archives and Records in FY 08 & 09.
<i>LEGAL SERVICES</i> <i>The Legal Services Program Area provides legal information and support to the School Land Board, Veterans Land Board, Coastal Coordination Council, and Boards for Lease.</i>	Patent Recipients	Those who received one or more of these instruments in FY 08 & 09
	Deed of Acquittance Recipients	Those who received one or more of these instruments in FY 08 & 09.
	Certificate of Fact Recipients	Those who received a Certificate of Fact in FY 08 & 09
	School Land Board (SLB) Member	School Land Board Members during FY 08 & 09
	Veterans Land Board (VLB) Members	Veterans Land Board Members during FY 08 & 09
	Coastal Coordination Council (CCC) Members	Coastal Coordination Council members during FY 08 & 09
	University of Texas Board for Lease Members	UT Board for Lease Members during FY 08 & 09

CUSTOMER SATISFACTION SURVEY APPROACH		
Customer Groups (by GLO FY 08 & 09 Strategy)	Customer Sub-Groups	Who Was Surveyed?
	Texas Parks & Wildlife and Texas Department of Criminal Justice Boards for Lease Members	Members of these Boards in FY 08& 09
OFFICE OF COMMUNICATIONS <i>The Office of Communications operates the GLO's Adopt-A-Beach (AAB) Program</i>	Adopt-A-Beach (AAB) Coordinators	AAB Coordinators for FY 08 & 09
Groups That Were Not Surveyed		
HOLDERS OF GLO–ISSUED INSTRUMENTS WHO ARE NOT PAYORS	Those who had routine business with the GLO pursuant to a previously issued instrument, but were not payors during the survey period	None. The survey focused on those who in FY 08 & 09 (1) received a GLO-issued instrument <u>or</u> (2) submitted payment to the GLO and whose names and addresses were captured by the program areas in the ordinary course of business.
BIDDERS AND APPLICANTS	Those who bid or applied for a GLO instrument or service	None. The survey focused on those involved in all phases of a transaction with the GLO, not on mere applicants.
THOSE WHO CALLED OR VISITED THE GLO WITH QUESTIONS OR INFORMATION REQUESTS	Those who called or visited the GLO to ask questions or request information	None. If the volume of these contacts did not justify keeping track of their names and addresses, these customers were not surveyed. If the volume of these contacts justified keeping track of their names and addresses, these customers were surveyed. Those customer groups or sub-groups surveyed are listed above.

e. Customer Satisfaction Survey Process Summary. The following chart shows, for each customer group and the agency as a whole, the number of FY 08 & 09 customers identified, the target number of responses needed to achieve the desired confidence level and margin of error, the number of survey cards mailed, the number of responses received, and the response rate. Those groups that were surveyed using a sample methodology are bolded in the chart.

CUSTOMER SATISFACTION SURVEY PROCESS SUMMARY					
Strategy	Number of FY 08 & 09 External Customers Identified	Target Number of Responses for 90% Confidence Level & 7.5% Margin of Error	Number of Surveys Mailed or E-mailed	Number of responses received	Response rate
ENERGY RESOURCES A.1.1 LEASE MANAGEMENT & REVENUE AUDIT	1,158	60	429	111	26%
ENERGY RESOURCES A.1.2 MARKETING	37	25	37	7	19%
RENEWABLE ENERGY	290	55	290	25	9%
PROFESSIONAL SERVICES A.1.4 UPLANDS LEASING	552	70	492	109	22%
PROFESSIONAL SERVICES A.1.5 COASTAL LEASING	6,607	80	566	148	26%
ASSET MANAGEMENT A.1.6 Asset Management	122	55	122	31	25%
SURVEYING AND APPRAISAL A.1.7 Surveying and Appraisal	84	30	84	41	49%
COASTAL RESOURCES B.1.1 COASTAL MANAGEMENT	394	75	394	93	24%
COASTAL RESOURCES B.1.2 EROSION	28	25	28	8	29%
OIL SPILL PREVENTION & RESPONSE B.1.3 Oil Spill Response	40	25	40	12	30%
OIL SPILL PREVENTION & RESPONSE B.1.4 Oil Spill Prevention	2,873	45	314	49	16%
VETERANS LAND BOARD C.1.2 Veterans Homes	971	85	971	485	50%
VETERANS LAND BOARD Communication Center	129,199	95	671	87	13%

CUSTOMER SATISFACTION SURVEY PROCESS SUMMARY					
Strategy	Number of FY 08 & 09 External Customers Identified	Target Number of Responses for 90% Confidence Level & 7.5% Margin of Error	Number of Surveys Mailed or E-mailed	Number of responses received	Response rate
ARCHIVES AND RECORDS	5,054	45	315	70	22%
LEGAL SERVICES	113	55	113	46	41%
OFFICE OF COMMUNICATIONS	33	25	33	15	45%
GLO TOTAL	147,555	76	4,899	1,337	27%

3. Survey Results.

The following table shows the survey results for each survey question (i.e., each statutory customer service quality element) by customer group. An additional column was added for the surveying of the Texas State Veterans Homes (TSVH - VLB) in order to tabulate customer response to the food served at each individual home. For columns 1-7 or 1-8 (TSVH), the scale is: 4=excellent, 3=good, 2=fair, and 1=poor. The results in those columns show for each survey question (a) the average rating received, (b) the total number of responses, (c) the number of respondents who gave a “good” or “excellent” rating for the question, (d) the percentage of respondents who gave a “good” or “excellent” rating for the question, and (e) the margin of error for that data.

For columns 8 & 9 (the overall satisfaction question), the scale is: 4=yes, customer is satisfied and 1=no, customer is not satisfied. The results in columns 8 & 9 depict (a) the average rating received, (b) the total number of responses, (c) the number of respondents who expressed overall satisfaction with the GLO, (d) the percentage of respondents who expressed overall satisfaction with the GLO, and (e) the margin of error for that data.

For any given question, a survey card that did not answer the question was not counted in the calculations. The survey response data reflects the feedback provided on survey responses received through **April 9, 2010**.

CUSTOMER SURVEY RESULTS

CUSTOMER GROUP (STRATEGY)	1. STAFF	2. TIMELINESS	3. COMMUNICA- TION	4. PUBLICATIONS	5. FACILITIES	6. INTERNET SITE	7. COMPLAINT HANDLING	8. OVERALL SATISFACTION
AGENCY OVERALL Population = 147,555								
Average rating	3.5	3.4	3.5	3.4	3.6	3.3	3.4	3.8
Number of responses	1,337	1,287	1,308	1,067	895	760	824	1,333
Number of "good" or "excellent" responses (question 8: #yes)	1,237	1,156	1,207	985	848	681	710	1,281
Percentage of "good" or "excellent" responses (question 8: % yes)	92.5%	89.8%	92.3%	92.3%	94.7%	89.6%	86.2%	96.1%
Margin of error	1.2%	1.4%	1.2%	1.3%	1.2%	1.8%	2.0%	0.9%
Energy Resources Population = 1,195								
Average rating	3.7	3.7	3.8	3.5	3.7	3.3	3.6	3.9
Number of responses	118	115	116	95	55	93	63	118
Number of "good" or "excellent" responses (question 8: #yes)	113	111	113	93	54	83	58	115
Percentage of "good" or "excellent" responses (question 8: % yes)	95.8%	96.5%	97.4%	97.9%	98.2%	89.2%	92.1%	97.5%
Margin of error (For the Customer Group/Strategy)	2.9%	2.7%	2.3%	2.3%	2.9%	5.1%	5.5%	2.3%
Renewable Energy Population = 290								
Average rating	3.8	3.6	3.7	3.3	3.4	3.3	3.6	3.9
Number of responses	25	25	24	21	10	20	9	25
Number of "good" or "excellent" responses (question 8: #yes)	24	20	21	18	9	16	7	22
Percentage of "good" or "excellent" responses (question 8: % yes)	96.0%	80.0%	87.5%	85.7%	90.0%	80.0%	77.8%	88.0%
Margin of error (For the Customer Group/Strategy)	6.2%	12.6%	10.6%	12.1%	15.3%	14.2%	22.4%	10.2%
Professional Services Population = 7,159								
Average rating	3.6	3.4	3.7	3.5	3.5	3.3	3.5	4.0
Number of responses	257	252	252	182	114	131	116	256
Number of "good" or "excellent" responses (question 8: #yes)	241	223	239	171	103	119	106	254
Percentage of "good" or "excellent" responses (question 8: % yes)	93.8%	88.5%	94.8%	94.0%	90.4%	90.8%	91.4%	99.2%
Margin of error (For the Customer Group/Strategy)	2.4%	3.3%	2.3%	2.9%	4.5%	4.1%	4.3%	0.9%
Asset Management Population = 122								
Average rating	3.5	3.4	3.7	3.6	3.6	3.4	3.5	3.9
Number of responses	31	29	29	21	19	22	16	30
Number of "good" or "excellent" responses (question 8: #yes)	27	25	27	21	19	21	14	29
Percentage of "good" or "excellent" responses (question 8: % yes)	87.1%	86.2%	93.1%	100.0%	100.0%	95.5%	87.5%	96.7%
Margin of error (For the Customer Group/Strategy)	8.6%	9.2%	6.8%	10.4%	11.5%	6.6%	12.7%	4.7%
Survey & Appraisal Population = 84								
Average rating	3.8	3.8	3.8	3.6	3.7	3.3	3.6	3.9
Number of responses	41	40	40	36	25	38	18	41
Number of "good" or "excellent" responses (question 8: #yes)	40	39	39	34	24	34	17	40
Percentage of "good" or "excellent" responses (question 8: % yes)	97.6%	97.5%	97.5%	94.4%	96.0%	89.5%	94.4%	97.6%
Margin of error (For the Customer Group/Strategy)	2.8%	2.9%	2.9%	4.8%	5.4%	6.1%	7.9%	2.8%

Coastal Resources Management & Erosion	Population = 422							
Average rating	3.7	3.6	3.6	3.6	3.5	3.3	3.5	3.9
Number of responses	101	95	99	78	43	78	43	101
Number of "good" or "excellent" responses (question 8: #yes)	93	89	94	76	40	65	40	99
Percentage of "good" or "excellent" responses (question 8: % yes)	92.1%	93.7%	94.9%	97.4%	83.3%	83.3%	93.0%	98.0%
Margin of error (For the Customer Group/Strategy)	3.9%	3.6%	3.2%	2.7%	6.1%	6.3%	6.1%	2.0%
Oil Spill Prevention & Response	Population = 2,913							
Average rating	3.7	3.6	3.7	3.4	3.7	3.5	3.7	4.0
Number of responses	61	57	59	55	38	54	42	61
Number of "good" or "excellent" responses (question 8: #yes)	58	56	57	51	27	51	42	61
Percentage of "good" or "excellent" responses (question 8: % yes)	95.1%	98.2%	96.6%	92.7%	97.4%	94.4%	100.0%	100.0%
Margin of error (For the Customer Group/Strategy)	4.5%	2.8%	3.8%	5.7%	4.2%	5.1%	5.4%	3.8%
Veterans Benefit Programs (C.1.1)	Population = 130,170							
Average rating	3.5	3.3	3.4	3.4	3.7	3.4	3.3	3.8
Number of responses	572	549	564	482	529	222	470	570
Number of "good" or "excellent" responses (question 8: #yes)	519	475	497	429	501	198	381	534
Percentage of "good" or "excellent" responses (question 8: % yes)	90.7%	86.5%	88.1%	89.0%	94.7%	89.2%	81.1%	93.7%
Margin of error (For the Customer Group/Strategy)	2.0%	2.4%	2.2%	2.3%	1.6%	3.4%	3.0%	1.7%
Archives & Records (Multiple Strategies)	Population = 5,054							
Average rating	3.6	3.9	3.9	3.9	3.9	3.7	3.9	4.0
Number of responses	70	67	66	52	35	58	21	70
Number of "good" or "excellent" responses (question 8: #yes)	65	66	66	52	35	54	20	70
Percentage of "good" or "excellent" responses (question 8: % yes)	92.9%	98.5%	100.0%	100.0%	100.0%	93.1%	95.2%	100.0%
Margin of error (For the Customer Group/Strategy)	5.0%	2.4%	3.5%	4.4%	6.4%	5.4%	7.6%	3.3%
Legal Services (Multiple Strategies)	Population = 113							
Average rating	3.6	3.3	3.6	3.4	3.6	3.4	3.6	3.7
Number of responses	46	43	44	30	23	29	19	46
Number of "good" or "excellent" responses (question 8: #yes)	42	37	39	25	22	25	18	42
Percentage of "good" or "excellent" responses (question 8: % yes)	91.3%	86.0%	88.6%	83.3%	95.7%	86.2%	94.7%	91.3%
Margin of error (For the Customer Group/Strategy)	5.3%	6.8%	6.2%	9.6%	6.2%	9.1%	7.7%	5.3%
Office of Communications (Adopt-A-Beach)	Population = 33							
Average rating	3.9	3.9	4.0	3.9	4.0	3.9	4.0	4.0
Number of responses	15	15	15	15	4	15	7	15
Number of "good" or "excellent" responses (question 8: #yes)	15	15	15	15	4	15	7	15
Percentage of "good" or "excellent" responses (question 8: % yes)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0	100.0%	100.0%
Margin of error (For the Customer Group/Strategy)	14.3%	14.3%	14.3%	14.3%	43.8%	14.3%	28.1%	14.3%

4. Analysis of Findings.

- a. **Summary of Findings.** The State Auditor's Office advises that for any customer group and question with a 7.5 percent margin of error or less, one can conclude that the percentage of customers who gave a favorable response is a valid and reliable estimate of the opinion of the entire population of customers. Results that reflect a margin of error of 7.5 percent or less are shaded on the Customer Survey Results chart. For these results, the percentages of those who answered questions with favorable responses range from a low of 77.8 percent to a high of 100 percent (compared to a range of 75.4 percent to 100 percent in the 2008 survey).

For any question in a customer group that received only favorable responses, the appropriate statistical test is a Compliance Inference Test. In those cases, the percentage shown in the margin of error row of the Customer Survey Results chart reflects the upper error limit percentage for the data.

The results that are not shaded on the chart did not meet the target 7.5 percent margin of error. Five divisions did not reflect the 7.5 percent or less margin of error in various categories. While these results cannot be extrapolated to the respective populations, the results still provide very helpful feedback. This information, including the comments provided, is being shared with the deputies for their review and consideration.

Overall, these survey results are very favorable, especially considering the fact that the GLO often must act as a large landowner and a regulator. GLO employees have carried out their duties in a very satisfactory manner.

The following are the overall results from the survey of FY 08 & 09 GLO customers:

- i. **Survey cards and emails were mailed to 4,899 of the 147,555 GLO customers identified.** The sample size needed for the 2010 survey was calculated using the SAO's statistical toolbox program and data from the 2008 survey. The resulting sample size needed was lower than the 2008 sample by 567 surveys. 153,341 customers were identified for the 2008 survey. The decline in the number of customers is due to the fact that in 2008 the customers who had Veterans Land Board (VLB) loans were surveyed on their experience with the VLB loan process before and during "outsourcing" to Dovenmuehle, Inc. (DMI). For the 2010 survey this group was not surveyed because transition has been completed, and DMI is now responsible for surveying these customers and submits a comprehensive Service Quality Report to VLB monthly.
- ii. **1,337 customer survey cards were received (a response rate of 27 percent). In addition, twelve of the sixteen customer groups had a response rate that met or exceeded 20 percent, and fifteen of the sixteen customer groups' response rates were at least 13 percent. Only one customer group had a response rate below 10 percent. That group's response rate was 9 percent.** The response rate for the 2008 survey was 28 percent and fourteen of the sixteen customer groups had a response rate of at least 14 percent. On an agencywide basis, the 1,377 survey cards received exceeded the 76 responses required to hit the target precision of +/-7.5 percent. Due in part to this excellent response rate, the agency's results for the eight statutory customer service quality elements had margins of error ranging from .9 percent to 2.0 percent.

- iii. **12.8 percent (171) of the survey respondents identified ways to improve service delivery** (compared to 11.3 percent (174) in the 2008 survey).
- iv. **42.2 percent (564) of the survey respondents offered comments** in addition to the numeric rating (compared to 45.5 percent (703) in the 2008 survey).
- v. **96.1 percent (1,333) of the survey respondents expressed overall satisfaction** with services rendered by the GLO (compared to 93.8 percent (1,527) in the 2008 survey).
- vi. **The percentages of respondents indicating an “excellent” or “good” rating in the statutory customer service quality elements are as follows:**

Staff:	92.5 percent
Timeliness:	89.8 percent
Communication:	92.3 percent
Publications:	92.3 percent
Facilities:	94.7 percent
Internet Site:	89.6 percent
Complaint Handling:	86.2 percent

The results met the GLO performance measure targets for these eight statutory customer service quality elements. The GLO defines a favorable response as either a "good" or an "excellent" rating or an indication of overall satisfaction with the GLO's services. The differences between the 2008 and 2010 survey results for the categories of Staff, Timeliness, Facilities, Publications, Internet Site, and Complaint Handling increased significantly in all but one element, “Staff.” The increase in “Staff” was not significant, and slightly below the 2008 margins of error. However slight, it was still an increase over the 2008 survey.

For the percentage of favorable results that changed from the 2008 survey in a statistically significant manner, each category was significantly higher for the 2010 survey. The category of Staff increased by .6 percent, Timeliness increased by 3.9 percent, Communications increased by 2.7 percent, Publications increased by 5 percent, Facilities increased by 2.0 percent, Internet Site increased by 2.6 percent, and Complaint Handling increased by 2.9 percent.

- vii. The cost per customer surveyed was \$.65 (exceeding our target of \$.54.) This increased cost was due to the increase of material costs as well as higher postage rates.

- b. Improvements to be made in response to this survey.** Many respondents offered comments in addition to the ratings requested on the survey card. If a customer was somehow identified on a survey card and requested a reply, asked a question, made a complaint, or otherwise indicated a need for a response, a copy of the survey card was forwarded to the relevant GLO program area to provide a response. The Customer Service Representative tracked these assignments to monitor the timeliness of responses. All of these respondents were contacted directly and/or letters of response were sent within ten working days.

To help program managers interpret the survey results and improve the operation of their areas, the GLO’s Customer Service Representative will provide all GLO senior staff

members a detailed analysis of the 2010 customer service survey results for their areas, including each comment received and the data reflected on a customer group and sub-group level. (Similar feedback was provided after the 2002, 2004, 2006, and 2008 surveys.) To give GLO employees feedback and encouragement about the level of customer service they are providing, the GLO's Customer Service Representative will inform employees about the results from the 2010 Customer Service Survey. Those employees who received specific praise as part of the survey will also be recognized. In addition, a link to this entire Customer Service Report will be added to the GLO's Internet home page. (These steps were also taken after the 2002, 2004, 2006, and 2008 surveys.)

As noted above, favorable results for all categories increased significantly compared to the 2008 results. The GLO has worked diligently to improve all areas of its customer service. The GLO will continue to provide training opportunities for all GLO employees about how to communicate with and handle complaints from our external customers so that we may continue to improve in all of these areas.

- c. **Improvements To Be Made for the 2012 Survey.** After performing five customer surveys in the last ten years, the GLO has somewhat refined its survey process and included all the relevant customer groups. As a result, fewer changes will be needed for the 2012 survey.

On the 2008 survey several respondents stated that they would prefer a "Not Applicable – N/A" choice for the categories with which they had not had direct experience. Many inserted their own "N/A" to clarify their intentions. For the 2010 survey we added "N/A" to the choices on the survey card. However, it will be removed for the 2012 survey, and we will go back to the previous format without the "Not Applicable – N/A" choice because it created far more confusion.

5. Performance Measure Information.

- a. **Agency-Specific Customer Service Performance Measure Information.** In addition to the required standard customer service performance measures, the GLO has designated the following additional performance measures related to customer service:
 - i. **Percentage Of Surveyed Customer Respondents Expressing An "Excellent" Or A "Good" Rating For The Following Categories Of Service:**

**Staff
Timeliness
Communication
Publications
Facilities
Internet site, and
Complaint Handling.**

Short Definition: For each of these seven categories of service, the percentage of customer service surveys received that expressed satisfaction (by giving either a "good" or "excellent" rating).

Purpose/Importance: To measure overall satisfaction with specific aspects of the GLO's customer service.

Source/Collection of Data: Agencywide survey cards received. These cards are agencywide surveys that are sent to many GLO customers. These surveys are printed on postage-paid postcards that can be dropped in any mailbox. A copy of the survey card is included in the GLO's "Compact with Texans".

Method of Calculation: For each of the seven categories (eighth category added to Texas State Veterans Homes Surveys for rating quality of food) of service: the number of GLO customer surveys received with an "excellent" or a "good" rating for the question divided by the total number of GLO customer surveys received that answered the question.

Data Limitations: Because the GLO transacts business as the manager of state land and resources, the GLO has the duty to negotiate the best deal possible for the state and to enforce statutes and rules designed to protect the state's interests and resources. In these cases, some individuals with whom the GLO negotiates or who the GLO regulates may not feel "satisfied" with the GLO's services, even though the agency is carrying out its duty to the state as a whole. To the extent these individuals respond to the GLO's surveys, this measure may not be an accurate gauge of the agency's true performance. Other measures of the agency's activities may provide a better indication of how well the GLO performs its proprietary and regulatory functions.

A cut-off date that falls approximately two months after the survey cards are mailed is set after which survey cards received are not included in survey response statistics.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

ii. **Percentage Of Complaint/Survey Responses Sent Within Ten Working Days After The Receipt Of An External Written Complaint To The GLO Or An Indication On A GLO Agencywide Customer Survey That The Customer Would Like A Response.**

Short Definition: Percentage of GLO responses (to external written complaints or agencywide survey cards requesting a response) that are mailed within ten working days after the receipt of the complaint or request.

Purpose/Importance: To measure the agency's responsiveness to external written complaints and survey feedback that requests a response.

Source/Collection of Data: The GLO's Customer Service Representative tracks the timeliness of agency responses to external written complaints and survey response requests.

Method of Calculation: The total number of responses mailed within ten working days after the GLO's receipt of an external written complaint or a request for a response on a GLO agencywide customer survey divided by the total number of responses to those submitting an external written complaint to the GLO or indicating on an agencywide

customer survey that they would like a response. The term “working days” does not include days the agency is closed, but it does include holidays requiring skeleton crew staffing. Anonymous complaints are not included in the calculation.

Consistent with the GLO’s “Compact With Texans”, this customer service measure does not measure response time to complaints and requests regarding matters:

- (1) involving litigation, legislation, policy, administrative hearings, or agency employment actions,
- (2) otherwise subject to other resolution procedures, or
- (3) outside the realm of the agency’s control or jurisdiction.

Data Limitations: Designated staff in GLO Program Areas provide data regarding complaints and when responses are mailed.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

b. Standard Customer Service Performance Measures. The following are the GLO’s definitions for the standard customer service performance measures:

i. Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received.

Short Definition: The percentage of customer service surveys received that expressed overall satisfaction with the GLO’s services.

Purpose/Importance: To measure overall customer satisfaction with the GLO’s services.

Source/Collection of Data: Agencywide survey cards received. These cards are agencywide surveys that are sent to GLO customers. These surveys are printed on postage-paid postcards that can be dropped in any mailbox. A copy of the survey card is included in the GLO’s “Compact with Texans”.

Method of Calculation: The number of survey cards received that indicated overall satisfaction divided by the total number of survey cards received that answered the overall satisfaction question.

Data Limitations: Because the GLO transacts business as the manager of state land and resources, the GLO has the duty to negotiate the best deal possible for the state and to enforce statutes and rules designed to protect the state’s interests and resources. In these cases, some individuals with whom the GLO negotiates or who the GLO regulates may not feel “satisfied” with the GLO’s services, even though the agency is carrying out its duty to the state as a whole. To the extent these individuals respond to the GLO’s surveys, this measure may not be an accurate gauge of the agency’s true performance.

Other measures of the agency's activities may provide a better indication of how well the GLO performs its proprietary and regulatory functions.

A cut-off date that falls approximately two months after the survey cards are mailed is set after which survey cards received are not included in survey response statistics.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

ii. **Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery.**

Short Definition: The percentage of customer service surveys received that identified ways to improve service.

Purpose/Importance: To measure surveyed GLO customers' participation in identifying ways the GLO may improve its services.

Source/Collection of Data: Agencywide survey cards received. These cards are agencywide surveys that are sent to many GLO customers. These surveys are printed on postage-paid postcards that can be dropped in any mailbox. A copy of the survey card is included in the GLO's "Compact with Texans".

Method of Calculation: The number of survey cards received that identified ways to improve service divided by the total number of survey cards received.

Data Limitations: Other than providing the opportunity to respond to the survey, the extent to which our customers identify ways to improve service is largely outside the agency's control. A cut-off date that falls approximately one month after the survey cards are mailed is set after which survey cards received are not included in survey response statistics.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

iii. **Number of Customers Surveyed.**

Short Definition: The total number of agencywide customer surveys mailed.

Purpose/Importance: To measure the volume of agencywide surveys sent.

Source/Collection of Data: The GLO's Customer Service Representative oversees the mailing of the agencywide surveys and keeps track of the number of surveys mailed.

Method of Calculation: The sum of all agencywide customer service survey cards mailed.

Data Limitations: This number does not include those surveys re-mailed because of address, postage, or other delivery problems.

This number is dictated by: (1) the population size of each customer group and (2) SAO input regarding sampling methodology and the number of customers to sample. For customer service purposes, the agency seeks to perform a statistically valid survey and does not have a preference as to whether the number of surveys mailed is a higher or lower number.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

iv. **Number of Customers Served.**

Short Definition: The total number of customers in the customer sub-groups surveyed.

Purpose/Importance: To measure the total population of customers in the surveyed customer sub-groups.

Source/Collection of Data: Personnel in the relevant Program Areas of the GLO provide these numbers. In most cases, these numbers are generated by databases maintained by the relevant Program Areas. In some cases, the data is collected manually.

Method of Calculation: The sum of all customers identified by the Program Areas in each customer sub-group surveyed.

Data Limitations: Personnel in the relevant Program Areas collect this data. This measure depends on the actual customer populations. For customer service purposes, the agency does not have a preference as to whether it is a higher or lower number.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

v. **Cost Per Customer Surveyed.**

Short Definition: The survey cost to the agency per survey mailed.

Purpose/Importance: To measure the cost per survey of a customer service survey process.

Source/Collection of Data: Personnel responsible for printing and mailing the survey cards maintain a record of expenses incurred throughout the survey project.

Method of Calculation: Total postage, paper, envelope, and label cost of mailing a survey divided by the total number of agencywide customer surveys mailed (measure #3). This statistic includes the postal cost for survey cards received after the cut-off date for the Customer Service Report.

Data Limitations: This cost does not include employee time, overhead costs, or costs associated with agency responses to survey comments or questions. Postage, paper, envelope, and label costs are largely out of the agency's control.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Lower than targeted

vi. **Number of Customers Identified.**

Short Definition: The total number of customers in the customer groups selected to be surveyed.

Purpose/Importance: To measure the total population of customers selected to be surveyed.

Source/Collection of Data: Personnel in the relevant Program Areas of the GLO provide these numbers. In most cases, these numbers are generated by databases maintained by the relevant Program Areas. In some cases, the data is collected manually.

Method of Calculation: The sum of all customers identified by the Program Areas in each customer sub-group surveyed (measure #4) and the estimated number of customers in the sub-groups and groups who were selected for survey, but were not surveyed because of data collection problems.

Data Limitations: Personnel in the relevant Program Areas collect this data. The populations for the sub-groups and groups that were not surveyed because of data problems are estimates provided by the relevant Program Areas. These estimates are based on staff experience, judgment, and notes. They may contain duplicates.

This measure depends on actual and estimated customer populations. For customer service purposes, the agency does not have a preference as to whether it is a higher or lower number.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

vii. **Number of Customer Groups Inventoried.**

Short Definition: The number of customer groups: (a) surveyed, (b) selected for survey but not surveyed because of data collection problems, and (c) identified but not selected for survey.

Purpose/Importance: Provides the total number of customer groups that were considered for surveying purposes.

Source/Collection of Data: These groups were identified based on input from the relevant Program Areas.

Method of Calculation: The sum of the number of customer groups: (a) surveyed, (b) selected for survey but not surveyed because of data collection problems, and (c) identified but not selected for survey.

Data Limitations: To explain the “(c)” group referred to above, four groups of customers were identified, but were not selected for survey:

1. The survey focuses on the public the GLO serves and not on customers that are governmental bodies, Boards, Agencies, Councils, etc.
2. The survey focuses on surveying customers who have, during the survey period, received a GLO-issued instrument or submitted payment to the GLO pursuant to a previously issued instrument. The survey does not focus on surveying those who have had other routine business with the GLO pursuant to a previously issued instrument.
3. The survey focuses on those parties who were involved in all phases of a transaction with the GLO, not on mere applicants or bidders.
4. The survey focuses on those areas that receive a volume of calls and questions from the public high enough to justify keeping track of the names and addresses of the contacts and not on all calls and questions from the public that are received throughout the agency. The decision to track calls and questions is made by agency management.

This measure depends on the number of actual customer groups. For customer service purposes, the agency does not have a preference as to whether it is a higher or lower number.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than targeted

- c. **Estimated Performance for FY 2010 & 2011.** The following lists the GLO's Estimated Performance for its FY 2010 & 2011 customer service measures:

MEASURES	TARGETS
GLO-SPECIFIC MEASURES:	
Percentage of the returned GLO customer surveys with an "excellent" or a "good" rating for the following categories of service: Staff (Q#1) Timeliness (Q#2) Communication (Q#3) Publications (Q#4) Facilities (Q#5) Internet site (Q#6), and Complaint Handling (Q#7).	80%
Percentage of complaint/survey responses sent within ten working days of the receipt of a written complaint to the GLO or an indication on a GLO agencywide customer survey that the customer would like a response to his or her comments.	95%
STANDARD MEASURES:	
Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received.	90%
Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery.	10%
Number of Customers Surveyed.	4,899
Number of Customers Served.	147,555
Cost Per Customer Surveyed.	\$.65
Number of Customers Identified.	147,555
Number of Customer Groups Inventoried.	11

Conclusion

In striving to fulfill its mission of serving the people of Texas, the GLO remains committed to providing quality customer service. The results of the 2010 customer service satisfaction survey indicate that the employees of the GLO are succeeding in that effort. Through continued emphasis on its customer service initiatives, the agency will continue to evaluate and improve its service delivery, both internally and externally.